

ROUTING AND RECORD SHEET

SUBJECT: (Optional) Where Do We Go From Here -- "Excellence Task Force"			
FROM: DD/Pers/EBS		EXTENSION	NO.
			DATE 7 June 1985
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS
	RECEIVED	FORWARDED	
1. DD/Pers			<p>For your information, attached is an advance copy of the memorandum for the DCI from the Excellence Task Force. You will recall that the Director asked the Task Force to provide their thoughts to him on where he should go with excellence. The thoughts contained in the memorandum are reflective of ideas proposed by different task force members.</p> <p>So that you are aware of this happening, I am providing this copy as quickly as possible. I will be happy to discuss this matter with you if you desire.</p> <div style="border: 1px solid black; width: 150px; height: 60px; margin: 10px auto;"></div> <p style="text-align: right; margin-top: 20px;">DD/A REGISTRY 1-8</p> <p style="text-align: right; margin-top: 20px;">cc: Each SSA Office Director</p>
2. DD /Pers			
3. DDA /EXO	17 JUN 1985 19-6		
4. ADDA	19 JUN 1985		
5. DDA	19 JUN 1985		
6.			
7.			
8.			
9.			
10.			
11. EXO/DDA	20/6		
12. DDA/Plans	6/25		
13. Registry	6/1		
14.			
15.			

25X1

CONFIDENTIAL

5 June 1985

MEMORANDUM FOR: Director of Central Intelligence

FROM: Excellence Task Force

SUBJECT: Where Do We Go From Here

1. The first phase of the Excellence Program is over. The goals of rallying the workforce to the cause, getting people to think, and collecting a set of recommendations which could be translated into immediate and productive action have been achieved. But, this was the easy part, and much remains to be accomplished.

2. What remains to be done is more difficult, but potentially more rewarding. The objective now called for, we think, is to strengthen an Agency culture that promotes initiative and encourages creative action to accomplish our mission. This is a long term effort that seeks to affect behavior and make excellence a day-to-day part of our business. It will not work when management is insulated from subordinates and the workforce falsely assumes it is powerless to act unless directed to do so from above.

3. This stage of our search for excellence is not a technique or gimmick that can be imposed as though it were a management tool. It requires personal involvement by senior managers, which will cost them something in time and personal effort. More than the earlier efforts, it requires that managers believe in its value and demonstrate by their behavior that they do. If they do not, further attempts to "pursue excellence" will come across as manipulation.

4. Our sense is that most - not all - of your Deputy Directors and many at levels just below them do not believe that the excellence effort, at least in its present form, is worthwhile and productive. This does not mean that they do not value excellence. They are proud to be part of an organization that stands head and shoulders above most other bureaucracies

CONFIDENTIAL

CONFIDENTIAL

and believe excellence is already pursued here. It does mean that our culture is different from many of the organizations described in excellence literature. For many Agency managers, "excellence" is too gimmicky.

5. We sense that what is needed is a wider understanding of the ultimate objectives and of the leadership behavior you expect from your senior managers in order to achieve those objectives. Then you must hold them accountable. As we move into the next phase, therefore, more personal effort on the part of top management is required. There must be more leading by example, more openness to ideas from below, and more direct contact with subordinates throughout the system. We recommend another session with your senior managers, perhaps away from Headquarters Building, to discuss your objectives and ways to achieve them.

6. Examples of the behavior you want to encourage, such as the examples we gave you last month, should be publicized. By publicizing you do several things:

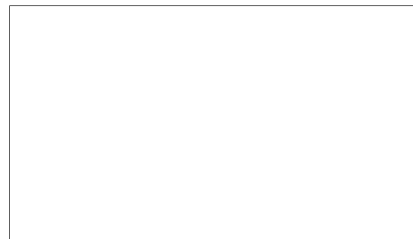
- Lower ranks have a clear idea of what you prize. What is self-evident on the 7th floor is often not understood at lower levels.
- Examples of success make sense no matter what style of management is employed.
- It provides psychic rewards, which are very strong motivators in CIA.
- It is a way to influence recalcitrant managers whose behavior you wish to influence.
- Collecting examples of initiative and success will give management a better idea of where and how regularly we are approaching the goals you have set.

CONFIDENTIAL

7. Management itself runs a risk in encouraging increased initiative and risk taking. It will be necessary occasionally to pick up from the dirt an employee who tried and failed, and publicly pat him on the back and send him back on the field. At the same time, managers have to guard against employees who explain away poor work as innovative risk-taking. Your senior managers need to think about where they take the greatest risks and extrapolate from that what is acceptable in their organizations.

8. The task force leans toward the informal and personal as the best way to proceed now. Formal speeches can be effective in calling attention to an issue, but frequent personal example by managers over time and at all levels is necessary to reach your goal. Once the objectives and behaviors are clearly understood, there is a lot of room for entrepreneurial initiatives in how managers at all levels go about nurturing excellence. We have attached a set of recommendations for you and for the deputy directors. Many of these could be used by managers at lower levels as well, but our goal for this round is to provide you with some starting points from which you and the EXCOM members can set the tone for the rest of us.

FOR:



25X1

Attachment
As Stated

2/21

CONFIDENTIAL

Attachment to Memo For DCI From Excellence Task ForceRecommendations

1. Personal contact at the top will work best. The deputies should share the load. Lunches with small groups of people who have had recent accomplishments would be worthwhile. This could be in the cafeteria with everyone paying his own way. (Deputies can do this too on their own.)
2. Do a takeoff on your Christmas party, perhaps in the EDR, perhaps with spouses. Make creative problem solving the theme.
3. Ask the deputies to personalize the weekly reporting, naming the individuals or teams behind the accomplishments. Call a few of the people each week or at least have call on your behalf. (Deputies can do this too on their own.)
4. Take the top GS 14's/15's in each directorate and ODCI area (or the members of seminar group) for a day of brainstorming on internalizing excellence.
5. Establish a permanent body, perhaps with rotating membership, to replace the task force as your staff on excellence. This need not be a full-time body. Perhaps the senior career management people in each directorate could be tasked. Publicize their role.
6. Publish a regular, periodic message to all employees on excellence - your views, sample accomplishments, ideas that people give you for encouraging excellence.
7. Some lack of initiative can be attributed to a sense of powerlessness to change things. Have the graphics people develop a few posters along the lines of "you don't know if you can do it until you try."
8. Identify a few people who have a knack for relating to junior people (in either rank or age). It's a fact of life that many would not feel comfortable in the presence of the DCI. Use your surrogates to extend your reach. (The DDCI and the DDA are good at this.)

25X1

25X1

25X1

25X1

CONFIDENTIAL

CONFIDENTIAL

9. Every level of management, given a little thought, can identify little marks of disrespect in the way we do business. Charge your managers with identifying and eliminating a half dozen or so. (The group came up with the following examples: professionals are introduced to visitors by full name, secretaries by first name only, if at all; the farther down you go in the perceived rank of functions, the dirtier, smaller, and ill-equipped your office becomes; people who do the "grunt work" in big projects are often not consulted or even informed in the planning stage - they are not considered part of the team.)
10. Managers who repeatedly have significant accomplishments within their areas of responsibility, obviously are doing something right in managing their people. One person who can extract excellent performance from others is worth his/her weight in gold. There should be special recognition annually for managers below the SIS level. The emphasis should be on getting things done through others, rather than personal accomplishment in a substantive field.

CONFIDENTIAL